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DD/M&S 73-3762

20 SEP 1973

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Joint Computer Support  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Planning, Programming and Budgeting  
Director of Security  
Director of Training

SUBJECT : ADP Resource Allocations for Services from OJCS

1. The CIA Management Committee approved in August an OJCS proposal for an ADP Resource Allocation System submitted with my endorsement.

2. The basic goal of the system is to improve management control over the level of ADP resources used and to stimulate more cost consciousness on the part of users in their requests for computer services.

3. Under this system, a credit allocation for OJCS services has been established for each user Office. Allocations are made in dollars and for FY 1974 will be equal to resources used by your Office in FY 1973. In general, a user Office may not demand services from OJCS in excess of its initial allocation without approval of the DD/M&S. Changes in allocation may be effected as indicated in paragraphs 3 and 5 of Attachment 1.

4. You will receive two monthly reports as output from the system:

- a. an allocation summary report (see Attachment 2); and
- b. a detail project activity report which you should already have received for July from OJCS.

5. The ADP Resource Allocation System is completely independent of the Agency's budgetary control system. Each Office Director is expected to review his current requirements for ADP service and ensure that all of them are necessary. Requests to terminate projects should be addressed to the Director, JCS with an information copy to the DD/M&S. Requests for new ADP services or changes to existing services should be addressed to D/JCS. Requests for ADP services which will cause the Office to exceed their allotment as projected for the remainder of the year will require

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DD/M&S approval. Such requests should be fully explained and justified, and should identify existing projects which may be terminated or reduced to offset the new requirement. If offsets cannot be identified, this, too, should be fully explained.

6. Each Office Director will comment briefly about the general status of his ADP projects in the first weekly activity report submitted after receipt from the Office of JCS of the monthly project activity and allocation summary reports. Comments should focus on the rate of expenditure of the allocation and any foreseen potential problems.

[REDACTED]

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HAROLD L. BROWNMAN  
Deputy Director  
for  
Management and Services

Atts.

ccs: C/ISAS  
C/HS

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Attachment #1  
DD/M&S 73-3762

### ADP RESOURCE ALLOCATION SYSTEM

1. The ADP Resource Allocation System provides a mechanism for management to monitor and control the use of ADP resources. The overall objective is to give user management a larger role in planning the level and type of ADP support they require within established constraints. Growth of ADP resources will be controlled through more deliberate planning of activity levels for existing or future projects. The system will cause users to set priorities among their various projects.

2. For purposes of allocation, OJCS resources will be subdivided into five major categories, as follows:

- Manpower
- Batch Processing (360/OS)
- Time Sharing (360/CP)
- Data Preparation and Card Processing
- Other

For FY 1974, resources for these categories will be allocated individually to users on a yearly basis. Yearly implies that once the allocation is made, the user chooses his own timing and rate of actually using the various resources.

3. The allocations set up for FY 1974 will maintain the same level of activity as that of FY 1973. Allocations will be made at the Office and Directorate levels. Each user Office will be allocated the same total dollars for each of the five major categories as billed by OJCS in FY 1973. A special reserve account will be set up for each Directorate. Funds may be transferred from Office to Office with the approval of the DD/M&S. All such transfers must be within one of the five categories (para 2). For example, dollars can move from Office A's Batch Processing account to Office B's Batch Processing account. Dollar transfers cannot be made between unlike categories, such as Manpower to Batch Processing.

4. Once the allocation for the Fiscal Year is made, the total dollars for each category will remain constant for that year. Performance reports (Allocation Summary Report) will reflect actual monthly activity versus a monthly straight line projection, actual year-to-date activity versus a year-to-date straight line projection, and total yearly allocation versus total remaining allocation.

5. If an Office is about to exceed its allocation, there are several options it may pursue. First, it should review remaining requirements for possible elimination of lower priority projects in an effort to free up the

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needed allocation. If this cannot be done, it can request an additional allocation from the DD/M&S. Depending on the merits of the case, the DD/M&S can increase the allocation of the requesting Office by either charging the Directorate reserve or the account of another Office within the Directorate. However, if this action cannot be taken and the DD/M&S feels justified, he can request aid from other Directorates via OPPB. In such cases OPPB will undertake to determine where an excess allocation may exist and to broker the necessary transfers. If there is no allocation available, OPPB will recommend to DD/M&S what action should be taken. Approval would result in granting the requesting Office additional allocation. Disapproval would necessarily deny to the requesting Office the services requested.

6. Over time it will be necessary to revise the price rate structure to reflect changes in both the types of services provided and the technology required. When rate changes are effected, provision will be made such that existing allocations will not be reduced.

7. OJCS will maintain a reserve account which will be allocated especially for the rerun\* of Batch Processing. Funds will be made available for this account by computing the total Batch Processing allocation at 10% below the total actually available. This action is not meant to reduce current levels of batch activity but merely recognizes that users will not want some jobs charged to their accounts if the jobs in question were considered to have errors outside the users' control. When users' accounts are credited for jobs of this nature, the sum of these transactions will be balanced against the OJCS rerun reserve.

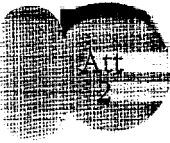
8. OJCS will have an allocation set for those activities not considered to be direct overhead. It should be noted that OJCS is both a supplier and user of ADP resources. In order to control those overhead activities related to the supplier aspect, an internal cost system is necessary and is to be addressed. As a user, however, OJCS has been billing itself and will continue to do so in the future.

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\* Reruns are computer jobs that require reprocessing and are not billed to the user.

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PAGE NO. 17

## ALLOCATION SUMMARY REPORT FOR FISCAL 1974

DIRECTORATE DD/M&amp;S

OFFICE	DC	JULY			YEAR TO DATE			ANNUAL ALLOCATION			
RESOURCE		ACTUAL	ALLOCATION	% VAR	ACTUAL	ALLOCATION	% VAR	INITIAL	REVISED	BALANCE	% EXPENDED
MANPOWER		\$8,296	\$9,181	-10	\$8,296	\$9,181	-10	\$110,177	\$110,177	\$101,881	7
BATCH		\$11,179	\$22,623	-51	\$11,179	\$22,623	-51	\$271,479	\$271,479	\$260,300	4
TIME SHARING		\$3,715	\$9,427	-61	\$3,715	\$9,427	-61	\$113,127	\$113,127	\$109,412	3
DATA PREP-CARD PROC		\$392	\$555	-30	\$392	\$555	-30	\$6,670	\$6,670	\$6,278	5
OTHER		\$61	\$1,125	-95	\$61	\$1,125	-95	\$13,500	\$13,500	\$13,439	0

OC M-73-524

12 SEP 1973

MEMORANDUM FOR: OC ADP Committee Members

SUBJECT : OC ADP MAP Requirements

REFERENCE : OC-M-73-425, dtd 23 July 1973, SUBJECT:  
OC ADP Requirements

1. Attachment A is a spread sheet derived from your excellent responses to the reference. This spread sheet provided the basis for discussions with OJCS and the letter of requirements which followed (see Attachment B).

2. It is expected that OJCS will respond to the OC letter with a commitment of funds and personnel to assist in the study and development of OC ADP MAP requirements. In order to be ready for OJCS participation, members of the OC ADP Committee should continue to work towards a more precise definition of requirements. The following actions are in order:

a. Complete Attachment A. A number of entries in TAB A of the spread sheet are blank. In addition, there are probably errors resulting from misinterpretation of data supplied earlier. It might also be useful to add additional information such as the identity of the individual within each component who would be the report or project manager. (For example, [REDACTED], OC-O/SOD manages the CATRAN report.) TAB B is an embryonic attempt to list non-OC produced ADP MAP reports used by OC. TAB C is a listing of non-MAP OC ADP applications. We should complete TABs B and C for reference purposes. Each committee member should flesh out Attachment A as appropriate prior to the next meeting.

b. Validation. The Committee should be convinced that each listed report has sufficient utility to warrant the effort and expense of automation.

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c. Prioritization. The Committee should be prepared to identify and recommend a sequence in which each application should be addressed.

d. OC Manpower. The Committee should be prepared to assess the OC man-year and skill requirements needed to support this project and to suggest methods by which these personnel resources can be allocated from within the existing OC ceiling.

3. The next meeting of the OC ADP MAP Committee is scheduled for 1300 hours 21 September 1973 in the OC Conference Room.

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Executive Assistant/OC

Attachments

- A. Requirements Spread Sheet
- B. OC-M-73-496

Distribution:

- 1 - OC-O - Mr.
- 1 - OC-E - Mr.
- 1 - OC-E - Mr.
- 1 - OC-DO - Mr.
- 1 - OC-DO - Mr.
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- 1 - OC-~~AD~~ - Mr.
- 1 - OC-CS - Mr.
- ✓ 1 - OC-EXA File
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OC-EXA: :jcv/6628(12 Sept 73)

CONFIDENTIAL

10 September 1973

MEMO FOR: D/CO

SUBJECT : OC-ADP MAP Requirements

1. Attached is background material for your 10 September meeting on MAP.

2. More work must be done on the spread sheet to make it complete and accurate. The requirements have been neither validated nor prioritized as yet. However, I have circled in red those applications which I think offer the earliest prospect for pay-off. (On page 8, all of the circled requirements are related to CATRAN.)

3. My next step, hopefully, will be to coordinate the spread sheet within OC, gain a consensus as to how the Office should proceed and then present you with a committee recommendation.

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4. When I last met with [REDACTED] he said that it was his early impression that OC requirements were quite straightforward and manageable. Based on this, he probably will not dwell very much on our needs. I would recommend that you try to obtain some sort of resource commitment from him (MAP) to begin work on OC requirements. If this happens, then I think OC must be prepared to expend two or three ADP-skilled man-years on the problem (perhaps two men full time for the first year and then cut to one the second.)

[REDACTED] STATINTL

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7 September 1973

MEMORANDUM FOR: Chief, Applications Division, OJCS

SUBJECT : MAP Development Projects, October 1973 -  
December 1974

1. This memorandum provides guidance for the next 15 months on MAP activities in support of each DD/M&S Office as well as general guidance in several areas of management concern. I expect you to assume responsibility for all MAP projects. Because of the personal interest of the DD/M&S in MAP issues and results, I will continue to review our progress and report to him periodically on internal problems and inter-Office issues. In this regard, I have included in paragraph 4 two objectives that you are to address.

2. General Guidance.

a. MAP vs. SIPS. Change of perspective and change in OJCS approach are implied in the name change. The major investment in design has been made in bringing together the data processing needs of all of the DD/M&S to synthesize a few large systems. The emphasis is now placed on building the elements of those systems in the sequence and from the viewpoint desired by the components which must depend on them. In doing this, we can and must rely on the products of the earlier investment. The relationships of data elements, processing steps, etc., so carefully developed must not be lost; the goals of each system remain valid and must be kept in perspective in the change. Because most of the relationships and goals of the major systems have been analyzed, discussed and agreed upon, there is little risk and great benefit in shifting our internal approach to managing discrete projects, each with a relatively autonomous leader responsible for delivering real products. "Management Assistance Programs" is a convenient umbrella term; it does not connote a system, a project, or a group of people.

b. Project Structure. Use the project organization and control mechanisms already available in Applications Division whenever possible. Keep exceptions for MAP projects to a minimum. Feasibility, design, and implementation projects should be clearly separated. End

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products must result in each case. In general, projects should be defined so that end products are deliverable in less than a year and have no more than ten people participating at any time. You should capitalize on the project control experience gathered by SIPS management. A vital element of this experience is the need for design integration and coordination. I suggest establishment of a watchdog project for coordination and standardization between related MAP projects.

X [ c. MAP Customer Communication. Customer interests in specific projects will be represented by on-site requirements/-procedures analysts or off-site designees of the M&S Office Directors. Project proposals will be signed by the OJCS project leader, the appropriate approval authority in the Applications Division, and a customer designee. The customer designee will participate in the appropriate project management checkpoint reviews. Until otherwise directed, please schedule monthly MAP reviews for the following customer offices: OC, OF, OL, OMS, OP, OS. These meetings will be chaired jointly by the Director of the respective offices or his Deputy and DD/OJCS. The project leaders should be prepared to discuss progress and to present issues requiring resolution. Issues which cannot be resolved at the program review meetings or in subsequent inter-Office negotiations will be presented to DD/M&S for resolution.

d. Personnel Resources. Manpower expenditures for the last three quarters of FY 1974 for MAP project development should not exceed \$1.1 million (approximately the same as OJCS SIPS personnel costs in FY 1973). On-site non-OJCS careerists will work on specific projects for scheduled periods, performing requirements analysis (at the beginning of a project) and procedure design functions (as the application approaches readiness). They should represent the component for whom the application is being built. They are not to be used as substitutes for OJCS people on OJCS tasks. In order to make appropriate use of some scarce skills, you should make every effort to release such people from maintenance activities as soon as possible. DAC and your production group must be properly staffed to absorb this load.

e. GIMS. GIM software will continue to be the nucleus of MAP applications. It is essential that the primary data bases in the financial, logistics, and human resource systems have a common data structure and common internal processing. However, the use of GIM in MAP applications need not be equated with online update and retrieval

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facilities. The means must be found for providing GIM with efficient offline facilities as a viable design alternative. It may be necessary to couple such offline GIMS facilities with batch (versus transaction) processing to achieve the efficiency needed for high volume activities. Until such alternatives are available it may be desirable to develop hybrid applications -- partially GIM and partially non-GIM. However, I want you personally to review design decisions which involve use of non-GIM data structures in MAP applications. Your review should examine the costs in converting non-GIM data to GIM structure downstream. In some cases, it may be wise to defer projects until GIM performance and facilities match the anticipated needs. Performance improvement and building adequate GIM programming skills and aids is an Office-wide task of high priority.

f. Miscellaneous. The several groups and individuals who participated in the recent review of MAP Phase II objectives recommended several actions to improve our ability to meet MAP needs. You should refer to the following memoranda forwarded to me: (a) from [REDACTED] subject "MAP Project Priorities," dated 28 July 1973; (b) from OJCS Task Team, subject "Task Team Report on MAP Priorities," dated 23 August 1973; (c) from [REDACTED] subject "MAP, Phase II," dated 15 August 1973. Several points from these references are included in the guidance above. You should also consider their points on the use of alternate data entry techniques, batch use of GIM for procedure and dictionary checkout, methods for reducing program maintenance costs, and informing customers of changes in MAP planning.

3. Guidance on MAP Projects.

a. Office of Communications. (OJCS support to Commo engineering activities is excluded.) In a memo to D/OJCS dated 31 August 1973, the Director of Communications outlined four computer requirement areas: personnel, property, fiscal and supplemental. You should have someone assist [REDACTED] OC, in determining the feasibility and, where appropriate, the specifications for the applications in these areas. The end products of this effort should be project proposals for development of the desired computer programs. Approved project proposals will be the basis for OJCS support to OC MAP requirements for the next 15 months. You should follow any guidance OC can give you in sequencing the development of these projects. If you determine that the overall effort required to meet OC schedules exceeds more than three people at any one time, immediate management review is desired.

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If necessary, OC is willing to generate input for these applications independently. Development need not await the availability of the Manpower Control System, for example. If it seems wise to use the larger data bases later to support OC MAP applications, adjustments and/or program rewrite can be undertaken. In the personnel area, you should try to combine Commo needs with similar ones expressed by DD/O area divisions (for so-called manning tables). You should try to satisfy these several personnel needs in one package if doing so does not unduly delay OC's products.

b. Office of Finance. The Director of Finance has stated his MAP priorities as follows (see his memo dated 28 August 1973); payroll, OL's CONIF III and the Inventory Control System (as these relate to OF's invoice payment function), General Accounting System, field station reporting (FIRM), VIP, CIARDS monthly payments, and finally a few remaining modest requirements. Payroll, of course, is of utmost importance, but I want you to make a special effort to (a) clearly separate maintenance from development activities on these programs, (b) reduce the overall effort by at least 50% without sacrificing needed capability and timeliness.

CONIF III is of great importance to both OL and OF. It should be developed at a brisk pace, with external dependencies limited to decisions on the methods for tying in financial data to both ICS and CONIF III. Management review is desired if there are delays in these design and audit policy decisions.

The General Accounting System is a combination of some elements of the proposed Financial Resources System. It represents a different emphasis and development sequence from that advocated by the FRS team in SIPS, but not a difference in end goals. These end goals must remain intact, but it is important now to devote the majority of your financial people (and others as needed) to those parts of the FRS that OF considers important to their operations. The budget perspective should not be lost in this change, only shifted and balanced against competing OF needs (see OPPB below). Considerable design work is needed and several difficult requirements decisions must be made to develop the General Accounting System. The project proposal for GAS should be carried through design only, with specifications as end product. Participation on-site of OF representatives will be necessary in this phase of GAS development. Monthly program review of OF MAP activities will focus on issues related to requirements-design decisions for the General Accounting System.

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There will be no OJCS effort directed specifically toward the development of a field station reporting system (FIRM); this requirement will be re-examined in one year. VIP enhancement should be considered a maintenance activity. Although not mentioned in the D/OF memo, there is a requirement for producing actuarial data. This is a firm (legal) requirement with deadlines that must be met. The remaining OF requirements are candidates for development by OF systems personnel directly, perhaps using some interactive service. Several possible applications are unclassified, and because of the communications security problems with an OJCS/Key Building connection, the use of a commercial service has been suggested.

c. Office of Logistics. (OJCS support to PSD is excluded.) As noted above, CONIF III is the highest priority MAP activity for the Director of Logistics. His second priority is the nucleus of the Inventory Control System, followed (in sequence) by the requisitioning module of that system. CONIF III should be developed in parallel with ICS. It is assumed that the appropriate expertise is available to do both at the same time. If this assumption is incorrect, the CONIF III/ICS resource issue is a subject for management review. The CONIF III project team and the ICS team should be distinct, with the means for team interaction on specifications clearly defined in project management documentation. The project proposal for the first module of the ICS is in preparation, covering a nine month development period. This will be on the agenda of the next OL/MAP program review. Our commitment on ICS remains in force. A project proposal for CONIF III should be ready for discussion at the following program review.

d. Office of Medical Services. The Director of Medical Services wants OJCS to develop both MEDSIGN and CLINSTAT, as described in previous OMS requirement papers and presentations. D/OJCS has recommended to him and he has agreed that (a) a scaled-down CLINSTAT continue to be developed, and (b) the MEDSIGN goal be achieved in small steps, starting with simple support to existing administrative and record keeping functions and procedures, and building on operational experience toward more sophisticated facilities as the need and our ability to meet it both are demonstrated.

Computer support to CLINSTAT should be directed toward those clinical processes and procedures where a some day-to-day operational benefit will result. Efforts should be made to determine feasibility of other kinds of support proposed by OMS, but these experiments should be of modest cost and be clearly identified as feasibility studies.

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A parallel effort on OMS administrative and data base support should be undertaken. The first task is to be the definition of some relatively simple processing or file problem where early pay-off can be anticipated and from which lessons can be learned to help us move to somewhat more ambitious goals in subsequent iterations. A project should be established to do the first task now. Representation of OMS on this task is required. Program review by D/OMS is important -- perhaps more often than monthly in the early stages.

e. Office of Personnel. The Director of Personnel agrees with a proposal, dated 24 August 1973, which was developed by an HRS team, for phasing the key Human Resources Systems applications. This proposal calls for priority attention to the Personnel Assignment System (PERSIGN), the Staffing Authorization System (STAFFING), the Human Resources Systems Codes Project (HUMCO), and the Periodic Step Increase Project (PERSTEP). In order to keep the development of these related projects within manageable bounds, PERSIGN and STAFFING each will be built in two steps, contract employee actions will continue to be handled by PERCON, and the appropriate changes will be made to existing programs to have them interact properly with the new processes. The above projects will be the extent of HRS development activities over the next 14 months (with some completion dates outside this period). If you determine that more than 17 people will be required at any time on these projects, immediate management review is desired.

The following projects will be deferred: PERSIGN (Part III), CAPER/OP, GAP,CEMLOC, CIARDS/PER, PERFIT, PERINSUR, PERHOSP, PERSEAS.

The Central Cover Project should be a candidate for implementation before these or other deferred MAP projects are considered, i. e., it has a priority just below all the MAP projects (Directorate-wide) listed here for immediate attention.

f. Office of Planning, Programming, and Budgeting: The budget control portion of the financial resources system will continue to be the base for computer support to OPPB (and others). D/OPPB is satisfied that the facilities now in this system are sufficient for his purposes. However, he expects the need for some continuing support to modify its facilities (such as methods for prorating/distributing resources) and to generate new kinds of output (data arranged by objectives for example). If possible, this should be considered as program maintenance.



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The system is also meant to serve B&F functions within operating components. OJCS will continue to be the focal point for this support. Insofar as the system can meet these needs, this activity should also be considered program maintenance. If B&F support desired by individual components can best be provided by facilities outside this system, separate development projects should be established.

At the end of the current cycle of budget activity around 31 October 1973 the budget control module will be changed to production status. At that time, a decision will be made jointly by D/OPPB and D/OF on who will be the manager of the data base. Subsequent production use of this system must not drain OJCS program development resources.

Program maintenance on the budget control module and any new projects in support of component B&F functions should be done with minimal impact on the development of the General Accounting System -- they should not compete for the same resources.

OPPB may identify in the near future the need for computer work to support their analysis of Agency manpower resources and to help them with simple economic models. Until significant developmental work is identified, requiring a manning level of more than three people, reviews will not be necessary.

g. Office of Security. The Deputy Director of Security has emphasized the pressing need for computer support to relieve the clerical burden of administering their security case processing. OS has approved the CAPER/OS design and they believe the design remains valid with their reorganization. Everyone involved, however, recognizes the risks of committing ourselves to a high volume online process control function like CAPER/OS, given current GIM inefficiency and sluggishness and our inexperience with such functions. In light of the above, we are agreed that you should do two things: (a) with OS participation, set a fixed development time frame (say six or nine months) and determine a set of specifications for a CAPER which can be built and operating within that fixed period. Obviously, this system will be more modest than previously proposed (offline input, less up-to-date, etc.), but it should be designed to relieve those processing burdens OS believes to be most critical and to produce the most important management reports. It should be designed with minimal operational risk, but not necessarily with minimal investment risk -- we should not be reluctant to discard the software and replace it with something else if such a choice would

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make it possible to build a (perhaps inefficient) working system sooner.

(b) In cooperation with Systems Engineering Division, undertake a study to evaluate the feasibility of a standalone (mini)computer system to provide the full online case tracking capability desired by OS (management reports would be generated by our standard systems with inputs from the standalone computer). This study should be completed at about the same time the system in (a) is operational.

CENBAD should be changed to production status as soon as possible. Correction of any discovered design deficiencies or software performance deficiencies should be given low priority.

h. Office of Training. The Director of Training has identified one requirement: develop the means to report on unmet training needs of individuals by comparing training records of people against training profiles associated with specific job titles. I asked you earlier to follow up on this requirement; I assume it remains in the feasibility study stage. Monthly OTR MAP reviews would be desired if your support reached a manning level of three people. I assume this is not anticipated.

4. Objectives.

a. By 26 October 1973, you should (a) develop the necessary project proposals for those projects which are to be undertaken immediately, including feasibility studies, and (b) develop an overall manning plan and appropriate milestone schedules for all MAP projects which will be active during the period October 1973 - December 1974.

b. Develop reliable procedures for customer-OJCS communication so that MAP reviews by the Office Director, described in paragraph 2. c. can be relaxed to a quarterly schedule by 31 March 1974.

5. The guidance above is intended to provide you with a foundation for planning MAP development activities for the period October 1973 - December 1974. I assume (a) this guidance is practical and not mutually conflicting and (b) the supply of special skills and expertise is sufficient to meet the demands implied here. If these two assumptions are incorrect, I need to be informed so that any residual priority problems can be identified and resolve quickly. Otherwise, you should consider this memorandum as your basic MAP directive for the stated period.

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Deputy Director of Joint Computer Support

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UNCLASSIFIED	CONFIDENTIAL SECRET				
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	DD/CO		<i>ADW</i>		
2					
3	<i>Thanks Carl - Are we getting our fair share with the level of effort limited to 3 man / years / year?</i>				
4					
5					
6	EXA		<i>ADW</i>		
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<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE
<b>Remarks:</b>					
<p><i>[REDACTED] paper. We forwarded no comments. I spoke to Fred [REDACTED] Chief, ACS Applications Division today. He said he thought he was ready to go to work and would be waiting for our call.</i></p> <p style="text-align: right;"><i>Carl</i></p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
FROM: NAME, ADDRESS AND PHONE NO.					DATE

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